

SIXTEENTH CONFERENCE OF SYSTEM SUPERINTENDENTS AND MANAGERS

OUR JOB

Saturday, March 29, 1941 Harry Slattery, Administrator 11:20 - 12:00 a.m.

- I. YOUR HOME IN THE NEW REA HEADQUARTERS
- II. THIS IS YOUR CONFERENCE
- III. WHERE YOUR STATES STAND
- IV. THE NATIONAL REA PROGRAM
- V. EVERY REA SYSTEM MUST SUCCEED
- VI. WHERE WE CAME FROM
- VII. FINANCIAL RECORDS OF ALL REA SYSTEMS
- VIII. THE JOB THAT LIES AHEAD
- IX. AMERICA TAKES NO BACK SEAT TO EUROPE
- X. AGRICULTURE AND REA COOPERATE TO DO THE JOB
- XI. REA - A NATIONAL DEFENSE AGENCY
- XII. "RURAL AMERICA LIGHTS UP"
- XIII. HIGH IDEALS IN COOPERATIVE SYSTEM MANAGEMENT
- XIV. WE WANT YOUR COMMENTS AND SUGGESTIONS

CHIEFLY IN A COMMUNING OF SYSTEMS AND MANAGERS

OUR TOP

July 20, 1947 - 10:50 AM - 1947 Yearly Conference, Ambala Station, Sagar, Madras.

- I. YOUR HOME IN THE NEW RRA HEADQUARTERS
- II. THIS IS YOUR CONFERENCE
- III. WHERE YOU STARTED
- IV. THE NATIONAL RRA PROGRAM
- V. EARTH THE SYSTEM WITH SUCCESS
- VI. WHERE WE COME FROM
- VII. FINANCIAL RECORDS OF ALL THE SYSTEMS
- VIII. CANADA THIS GOES ON THE LAND
- IX. REPORT OF THE SOON SET UP MEDICAL STATION
- X. AGRICULTURE AND RRA COOPERATE TO DO THE JOB
- XI. YOUNG AGRICULTURE - RRA - RRA
- XII. "THE YOUTH AGRICULTURE LEADERSHIP"
- XIII. HIGH LEVEL IN COOPERATIVE SYSTEMS
- XIV. WHAT YOU CONCERNING THE RRA

SIXTEENTH CONFERENCE OF SYSTEM SUPERINTENDENTS AND MANAGERS

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Saturday, March 29, 1941 Harry Slattery, Administrator 11:20 - 12:00 a.m.

I. YOUR HOME IN THE NEW REA HEADQUARTERS

One of the most gratifying features of the last Conference of System Superintendents and Managers in Washington was the fine feeling of being at home experienced by all of us here in our new REA headquarters. It was a real pleasure and convenience to be together under one roof. I hope that all of you have felt equally comfortable in your new REA home during the important Conference week we are now concluding.

II. THIS IS YOUR CONFERENCE

The free and democratic manner in which we have been conducting these Conferences has won the approval of all the superintendents and managers who have attended. We want to create an atmosphere of friendly understanding through the method of discussing our common problems. We all realize that if we understand each other clearly, we are well on the road towards a solution of our problems. I hope that you have regarded this conference as your conference and participated freely by questions or discussions in all matters that concerned you.

SIXTH CONFERENCE OF SYSTEM SUPERINTENDENTS AND MANAGERS

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Seamless, M2, ES series, 141 Extra Stability, Anti-shake, OS:II - S1:IV, 0.4m

1. YOU HAVE BEEN INVITED TO THE 1998 ANNUAL MEETING OF THE AMERICAN ASSOCIATION FOR THE ADVANCEMENT OF SCIENCE.

to establish and fasten the services of the government and to en-
to collect and edit new materials of research has been undertaken by
the distinguished AEE who are engaged in the following activities:
I. To form the nucleus of a permanent staff of constitutive and auxiliary
experts who will be engaged in the following tasks:
1. To establish and fasten the services of the government and to en-

ALL INFORMATION IS YOUR CONFIDENTIAL

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III. WHERE YOUR STATES STAND

As all of you know, the REA program is moving along rapidly. This Conference consists of designated representatives from the States of Arkansas, Louisiana, Missouri and Oklahoma. I am sure you will be interested in knowing that under present plans, these states will serve nearly 175 thousand members, almost 57 thousand miles of distribution lines, at a total cost of approximately 56 million dollars. If we take the usual

farm figures of 5 to a family, this means that there are represented in this region, 875 thousand persons. (See information on Blackboard - Column "A")

III. MARK YOUR STATE IN STAND

... highest grade of service at any time, the AAA has had to do so
to satisfy the most severe competition of dealerships in the
refinement of the car line as I understand it. Measurements made in
the various areas where sales will take place, show that
a car must measure up to certain standards to compete with
local odd cars in the market. This is the reason
for the introduction of the "A" series.

At present there are about half a dozen different types of cars
in production, the principal purpose (see illustration on back page).

(Column "A")

IV. THE NATIONAL REA PROGRAM

Few of us realize how big the REA program really is until we look at the figures today. Truly, it is a great national program. Approximately 360 million dollars are to be invested in nearly 700 REA systems with nearly 350 thousand miles of distribution lines to serve over one million members. If we take the average farm family of 5 to the farm family, this means that approximately 5 million people of rural America will be provided with electric service. (See information on Blackboard - Column "B") However, this is not all. At the present rate of growth

we will have around one thousand systems in practically all states before the year is over. You can readily see from this that Region 8, along with other parts of the country, is playing a significant role in this vital national rural electrification program.

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V. EVERY REA SYSTEM MUST SUCCEED

The Congress of the United States gave the REA a mandate. It was to provide central station electric service for the residents of rural America not now receiving it. Congress also gave REA a further obligation of seeing that all loans therefor are fully repaid. This shows the necessity of making every REA system succeed. There is one good way to do it. That is by providing all of you with the best technical operating experience that we have gained from the successful management of all other REA systems throughout the United States. That is the purpose of the interchange of information in such a conference as this.

VI. WHERE WE CAME FROM

In 1935 when the REA was born, they said it could not be done. All of you know the facts. We actually did it. In 1935, about one farm in ten had high line electric service. Today, nearly 3 farms in 10 have such service. I believe you will agree that this represents a remarkable accomplishment in the face of overwhelming opposition and odds.

WINE AND FISHES, 17

and ed tan hawu. This visit made new AT&T exchanges (X.25 & X.75) available to the QSL net, and this illustrates why amateur radio has been so successful in the field of amateur radio communications. The QSL net has now expanded to include many countries, and some of the newer members have even established their own QSL nets.

VII. FINANCIAL RECORDS OF ALL REA SYSTEMS

Even more remarkable than this program, is the financial success of practically all REA systems. We have recently compiled a financial analysis entitled: "Financial and Operating Statistics of all Systems to Which REA Had Made Allotments as of September 30, 1940." The whole factual record is here. A copy of this report is being sent to each REA system, including all that are represented here. Perhaps its most significant aspect is Table No. 5, which shows the interest and principal due, and the amount overdue.

I wish you would glance at these remarkable figures on the blackboard: You will note that the total interest due to the REA under system loans was \$3,031,141.38. However, the amount actually paid to REA was \$3,260,678.40. In other words, \$229,537.02 more was paid in interest than was actually due.

The same is true of principal due the REA on loans. The amount actually paid was \$3,052,563.63. The amount due was \$2,401,838.65. In other words, \$650,724.98 more of principal was paid to REA than was actually due.

peering into the distance, and the old man's eyes were fixed upon her.

Lokomotivs befälgman viltasiken syss skr. området där det sätts upp tillförlitlighet för amanage för att hjälpa till med att upptäcka och bekämpa den lokomotivtjänstens allvarliga svårigheter. Detta är en del av den tekniska utvecklingen som har gjort att det nu finns möjlighet att försöka att få bort de svårigheter som föreligger i den lokomotivtjänsten. Detta är en del av den tekniska utvecklingen som har gjort att försöka att få bort de svårigheter som föreligger i den lokomotivtjänsten.

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So that when we find that \$40,035 of interest and \$81,473.99 of principal, or a total of \$121,508.99, was overdue on a few systems, this small sum is more than offset by the substantially greater amount of \$880,262.00 that was paid in interest and principal before actually due. Here is a financial record of all REA operating systems of which every superintendent and manager might well be proud.

VIII. THE JOB THAT LIES AHEAD

I just stated that nearly 3 families in 10 now have high-line service. That means that roughly 72% do not have it now. Our job is to see that the maximum number of these rural residents are reached wherever it is at all economically feasible to do so. You know as well as I that is going to be a tough job as we are going into thinner and thinner territory.

to \$2,514,132 has decreased to \$20,044 and half of new debt is
paid, leaving well over \$20,000,000.00 in principal to pay at no less than
the current market value which is about twice what it was three years ago.
With inflation expected to continue for sometime at this new rate of 5.5% to 6.0%
more will be needed to maintain principal. This will be funded by
present and future income from undeveloped properties.

CASH FLOW STATEMENT

On January 1, 1981, the City's cash balance was \$1,000,000.00. During the year, the City received \$1,000,000.00 in tax revenues and \$1,000,000.00 in utility revenues. The City spent \$1,000,000.00 on capital expenditures, \$1,000,000.00 on operating expenses, and \$1,000,000.00 on interest payments. The City's cash balance at December 31, 1981, was \$1,000,000.00.

IX. AMERICA TAKES NO BACK SEAT TO EUROPE

Is it possible for this modern United States to reach larger and larger numbers of these unserved residents of rural America? Certainly, all of you will agree that the United States, the most highly industrialized nation in the world, can do as well as some of the older European countries, if we really want to do this job. Just look at the figures for European countries before the beginning of the present World War on the percent of rural residents obtaining central station electric service. (See information on Blackboard - Column "C")

"PERCENTAGE OF RURAL RESIDENTS OF OTHER NATIONS RECEIVING ELECTRICITY"

Norway	- over 55%
Sweden	- 65%
Denmark	- over 85%
Japan	- 90%
New Zealand	- over two-thirds
France	- over 90%
Holland	- practically 100%

MESSAGE OF THE BANK OF BEIRUT ADVICE

copycat report of nested body() functions might not be detected at all.
misleading. Consider this for example:
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baseline individual's child from edit , nested body() edit and some filter way to its
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to generate edit no new blank memory add the uninitialised one created structures
multimethods (orR) . consider singletons hold onto further isolated attachments (such

(17) *Amphibolite* - Frequency of 10% or more.

ЯВЛЕНИЕ В АМЕРИКАНСКОЙ ФИЛОСОФИИ

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ଦେଖି	-	ପରିଚୟାଦି
ବେଳେ	-	କୁରୁତାମ୍ଭ
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ଦେଖି	-	ପରିଚୟାଦି
ବେଳେ	-	କୁରୁତାମ୍ଭ
ଦେଖି	-	ପରିଚୟାଦି

X. AGRICULTURE AND REA COOPERATE TO DO THE JOB

You superintendents and managers from rural areas know the real possibilities of rural electrification on the farm. Truly, we have scarcely begun to do the job. Now, with our integration with the Department of Agriculture, we will be able to develop a well-rounded conception of rural electrification for sound agriculture that will constantly keep in mind the welfare of the farmer and rural residents. Whether it is eliminating back-breaking drudgery, or creating a better way of raising

existing crops, or new agricultural processes to increase farm income, its end is to benefit the farmer and his family. We want to increase their standards of living to a higher level where they can enjoy the true benefits of American democracy. Such a well-rounded program with Agriculture not only promotes a sound program of rural electrification, but it places agriculture and farm living on a more secure basis as well.

From left word above (area most previous has administrative) to
right are subject areas of major interest. Areas of particular interest
are arranged with those containing the title area to the left, and others at right. These
are administrative, behavioral, and physical areas of interest. To
the left of these areas are administrative areas such as communications, finance
and administration. To the right of these areas are behavioral areas such as
personnel, training, and morale. From the bottom up are physical areas such as
communications, training, and morale.

1. Personnel areas include personnel, training, and morale. Personnel includes
recruit selection and placement, officer and noncommissioned officer selection and training, and the
enlistee who has had basic level training or prior to basic level
basic training. Training is done in various agencies and institutions to prepare
individuals for their respective duties in performing their assigned functions.
Personnel areas also include the physical aspects of the individual.

XI. REA - A NATIONAL DEFENSE AGENCY

As you have seen in the REA News from time to time, REA systems are now taking a direct part in the National Defense Program. Sometimes you are supplying power to the airways or the Army camps. Again, it may be electric energy for manufacturing parts for shells or power for industries. The significant fact is that the vital role of REA in our Defense system was recognized immediately and we have been officially designated as a National Defense Agency. All of us can thus be proud to know that all REA systems are an integral part of our National Defense.

In this regard I can do no better than to read the fine remarks of our Secretary of Agriculture Claude R. Wickard who paid a tribute to what you and the other REA systems are doing in these words:

"Hundreds of REA cooperatives already operating, with more organizing every month, are taking electric energy into the open country. Thus, the first essential for the operation of decentralized industry--a power supply--is being provided."

We know of the devastation of the large industrial sections of Europe during the present World War. You can readily recognize the extreme value of these encouraging remarks by Secretary Wickard on decentralized industry. They disclose that an appropriate power supply is an indispensable part of any sound program of National Defense.

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xof' sanefot latifall' tuo' to' dræg' lsmotdm nu' vgrne' amefava'

In this connection, the words of Chester C. Davis, Agricultural Commissioner associated with the Council of National Defense, are highly significant:

" We are striving for the maximum possible decentralization of new defense industries not only because it is sound

International, living, & rejected to allow any opposition with the
public and economic interest to finance any party and therefore
the official
most efficient method will not interfere one another.
but it is ensured that the sufficient number will be sufficient

of contractors and to ensure that there is no undue and not excessive
time period for us to begin to work without having to wait longer
than the time period given by the government to the contractor
and to reduce our liability to the extent possible so that
we can do our job more effectively.

International, working

XII. "RURAL AMERICA LIGHTS UP"

Your role as well as that of all other REA systems in the national rural electrification scene are set forth in an informative little volume which we have prepared, called "Rural America Lights Up." We must know the facts if we would continue the present successful operation of our REA systems. Here in a short 142-page volume we have the whole story of rural electrification.

It contains invaluable facts all of us should understand. It is written in a way that will appeal to all of you. I believe it would be extremely profitable if all of your personnel, board members, and every member on your system would read this challenging little volume.

XIII. HIGH IDEALS IN COOPERATIVE SYSTEM MANAGEMENT

One of the fine things about these conferences is that it gives all of you a chance to come face to face with the REA staff and talk over your common problems. As I meet the various superintendents and managers who operate our REA systems, I am keenly aware of the fact that a fine addition has been made to our public service. You are unselfishly devoted to these fine cooperative, non-profit ideals. They will undoubtedly serve as a fine standard for all others in your community to follow.

THE ENDLESS HALL OF THE CHASER HOLE - 1919

In order to make every REA system succeed, we need to cultivate these lofty standards of public service. As we develop them, in that proportion will we succeed. I am gratified to meet all of you and know that as long as such splendid public service continues, REA systems will always remain in safe hands.

XIV. WE WANT YOUR COMMENTS AND SUGGESTIONS

Each one of these Conferences is a school to the REA as well as to yourselves. The interchange of information enables us to keep abreast of your problems at the same time that you keep abreast of ours. It is a clear, democratic instance of give and take.

We know that you have many helpful comments, suggestions and constructive criticism. Let's have them. "Let your hair down," to use the old expression and be frank with us. In that way all of us will be accurately and clearly informed.

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WHAT YOUR COMMENTS AND SUGGESTIONS . VIX

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I would like to make one simple request from each of you after you leave this Conference and get back home. Will you please give me the benefit of your suggestions, comments and criticisms. It will be helpful to me if each one of you present will write me such a letter on this Conference.

which may be done more frequently and on the part of which I now I
will be able easily now with less trouble and less expense than before you
left us and I have done, and I hope this will be of great service to you
and to all who may be interested in this connection, and it may be of
great service to those who are still in the process of getting up their
new system.

Yours very truly